

CITIZEN AIRMAN

Volume 70 No. 3

June 2018

MAJ. ALEA NADEEM KNOWS BETTER THAN MOST ...
WHAT IT MEANS TO BE FREE



Click.
CITAMN.AFRC.AF.MIL

Tweet.
@CITIZENAIRMAN

Like.
@CITIZENAIRMAN

Official Magazine of the Air Force Reserve

From the Top

 **@AFRCCommander**

MAKE SAFETY A TOP PRIORITY ON AND OFF THE JOB

So far this year, the Air Force has experienced 15 Class A mishaps. Tragically, we have lost 18 lives.

In April, the Air Force Reserve lost two of our own, Master Sgt. William Posch and Staff Sgt. Carl Enis, both of the 308th Rescue Squadron, when an HH-60 Pavehawk crashed in Western Iraq. That same crash claimed the lives of five of our Total Force brethren. Devastatingly, another nine Puerto Rican Air National Guard Airmen perished in a C-130 crash in May.

There have been six fatal military aircraft crashes on U.S. soil this year. The one overseas crash, the HH-60, does not appear to be the result of enemy action, making all seven losses accidents. Any number of things can cause an accident: an undetected worn-out part, an incorrect repair or installation, failure to follow a checklist or technical data, a momentary loss of situational awareness, or a lapse in judgment. But all these causes have one common tie: all can be prevented.

In response to these incidents, Air Force Chief of Staff Gen. David L. Goldfein has directed an Air Force-wide operational safety review day. I urge you to use this time to look at our flying and maintenance programs, identify areas that require improvement, and determine ways to reduce mishaps and make our Air Force safer.

Any Airman can prevent an accident. It doesn't matter what rank you hold or what billet you fill, you are capable of detecting an unsafe situation. And if you notice something that is potentially unsafe, don't be afraid to speak up. You may see something that no one else does, and by the simple act of creating awareness, you may prevent the loss of a life.

I encourage all our Airmen to be safe when you are out of uniform as well. We have just entered the summer months, the time of year which historically has the highest accident rate. Off duty risks can be mitigated in the same manner as on duty risks: be aware of your surroundings, to include weather conditions, use good judgment, wear personal protective equipment if needed, and ensure you are physically able and adequately rested for any activity you undertake.

I urge you all, whether on or off duty, to periodically step back and assess your current situation. If something doesn't look or feel right, stop what you're doing and conduct a risk assessment. If you determine what you're doing isn't safe, find a different way to complete the task at hand or stop your activity altogether. This may be as simple as putting on protective gear, hiring a contractor to do your home repair or calling a rideshare to take you home.

Trust your instincts. If it doesn't feel safe, it probably isn't. Don't take unnecessary risks.

I personally stood on the ramp at Dover Air Force Base and witnessed the dignified return of MSgt. Posch and SSgt. Enis following the HH-60 accident in Iraq.

I wish I could have shaken their hands instead.

You, our Reserve Citizen Airmen, are the Reserve's greatest asset. You play a vital role in defending our freedom. Your families rely upon you, as does this nation. And while I need each of you to be ready to execute the mission when called to do so, your family needs you to come home safely every night. I thank you for the sacrifices you make daily, and I am honored to serve side by side with you.



Maryanne Miller

MARYANNE MILLER
Lieutenant General
Commander, Air Force Reserve Command

Chief's View

 **@AFRC.CCC**

KNOWING OUR PAST HELPS SECURE OUR FUTURE

As the Air Force Reserve celebrates its 70th anniversary, I thought this would be the perfect time to talk about our heritage. The Reserve Citizen Airmen of yesterday paved the way for where we are today. We certainly would not be the elite fighting force we are right now without the foundation built by those who came before us.

I am honored to serve as your command chief master sergeant and I am humbled to follow in the footsteps of the 16 people who held this position before me.

In 1973, Chief Master Sergeant Robert Boyle was selected as the first Air Force Reserve senior enlisted advisor. Boyle had a background in aircraft maintenance and frequently said in his speeches and his dealings with Airmen of all ranks that, "You have to satisfy the person in the mirror." That was his leadership statement and it greatly influenced the way he led.

In 1998, Chief Master Sergeant Carol Smits became the first Airman to hold the updated title of command chief master sergeant. During her tenure, Smits often spoke about pride and how important it was to do your best in every aspect of your job. The chief frequently said how impressed she was by the pride exhibited by the command's enlisted force.

Boyle and Smits were great leaders. Like the other chiefs who held the title of command chief master sergeant, they inspired people to be their best.

Our heritage shapes who we are as America's Reserve Citizen Airmen, how we accomplish the mission, and how we develop the Airmen who will follow in our footsteps.

Allowing our heritage to play a role in our present and future enriches our Airmen's day-to-day lives and establishes our heritage for future generations.

This proud heritage is introduced to our non-prior service Airmen when they enter the development and training flights at their local wings and continues in basic military training. During your tenure as an Airman, always remember where you came from, and rely on the past to guide you on your journey within the Air Force Reserve.

This is an exciting time to be part of the Air Force Reserve. Through a lot of hard work, we have defined a flexible and transparent process establishing the Enlisted Grade Council to preserve, build, and shape the Reserve. In-turn this has maximized force development, and provided career progression and leadership opportunities commensurate with various levels of responsibility for each enlisted rank and grade.

We have also made strides in taking care of our Airmen, with tools such as the Air Force Reserve Senior Enlisted Council, which reviews strategy and planning.

Our Reserve enlisted force remains a predominantly part-time, prior-service force of volunteers, closely connected to the communities where they live, and serving globally when called upon.

As America's Reserve Citizen Airmen, we are all extremely busy, but I think there is always time to reflect on our past and learn about the Reserve's rich traditions and history. I ask you to always remember the Airmen of the past, who built that solid foundation paving the way for each of us to serve as Reserve Citizen Airmen today.

Ericka & Kelly

ERICKA KELLY
Chief Master Sergeant
Command Chief Master Sergeant
Air Force Reserve Command



CITIZEN AIRMAN

Leadership Staff

Gen. David L. Goldfein
Chief of Staff, United States Air Force

Lt. Gen. Maryanne Miller *Commander, Air Force Reserve Command*

Col. Bruce M. Bender
Director of Public Affairs, Air Force Reserve Command

Magazine Staff

Bo Joyner
Editor, Public Affairs, Air Force Reserve Command

Tyler Grimes
Staff Writer, Public Affairs, Air Force Reserve Command

Adam Butterick
Graphic Designer, Multimedia, Air Force Reserve Command

Contributing Writers

Master Sgt. Mark Olsen // A Perfect Fit
Maj. Marnee A.C. Losurdo // Her-icane Hunters
Senior Master Sgt. Timm Huffman // Setting Sail
Jaimi Upthegrove // Pittsburgh Mission Change
Master Sgt. Chance Babin // Recruiting Stories

Citizen Airman magazine (ISSN No. 0887-9680) is published bi-monthly by Headquarters Air Force Reserve Command Office of Public Affairs for the commander of Air Force Reserve Command. Periodical postage paid at Warner Robins, Georgia, and additional mailing offices. Copies are mailed, free of charge, to the homes of all Reservists. Content is normally news articles and features developed for release to commercial media as part of the Air Force Reserve's continuing public affairs program. Opinions of contributors are not necessarily those of the Air Force Reserve. All photos are U.S. Air Force photos unless otherwise indicated. Readers-per-copy ratio: 4-1. Send inquiries and submissions to HQ AFRC/PAOM, 155 Richard Ray Blvd., Robins AFB, GA 31098-1661. Or, email them to hqafrc.pa.citizenairman@us.af.mil. For questions about the magazine or its contents, you can call (478) 327-1771 or DSN 497-1771.

Moving? **PLEASE DO NOT SEND CHANGES OF ADDRESS TO CITIZEN AIRMAN.** To continue receiving the magazine, unit Reservists, as well as people serving a statutory tour of duty, should send a change of address to their military personnel flight or unit orderly room. Individual mobilization augmentees should call the Total Force Service Center-Denver toll free at 1-800-525-0102 or DSN 847-3294.

POSTMASTER: Please send all Forms 3579 to Citizen Airman, HQ AFRC/PAOM, 155 Richard Ray Blvd., Robins AFB, GA 31098-1661.

 a publication by the
U.S. Air Force Reserve



Table of Contents

www.citamn.afrc.af.mil

Featured Stories

06 **What it Means to be Free**
Reserve Citizen Airman Maj. Alea Nadeem knows better than most

10 **A Perfect Fit**
AFOTEC and Reserve set the standard for total force integration

14 **Her-icane Hunters**
Pair of female fliers living their dream tracking down deadly storms

16 **Setting Sail**
Citizen Airman is first Reserve radar ship mission commander

18 **High School to Flight School**
AFRC hoping innovative new program will attract flight engineers

20 **Faith in the Total Force**
Reserve chaplains answering the call for help throughout the Air Force

22 **Fighting Back**
Warrior Games motivate Reserve Citizen Airman to rebound following accident

24 **From Tactical to Strategic**
Pittsburgh unit making the switch from C-130s to C-17s

28 **Working the Air Shows**
Events are a target-rich area for recruiting

30 **Mobile Marketing Platform**
AFRC rolls out new tool in its recruiting arsenal

Firefighters with the 315th Civil Engineer Flight stepped out of the firehouse and into the fire during the Air Force Reserve drill weekend at Joint Base Charleston in March. The team conducted aircraft live-fire training, with newer members taking the lead to gain familiarity with equipment and tactics. (Tech. Sgt. Efren Lopez)

On the cover: Reserve Citizen Airman Maj. Alea Nadeem was 8 years old when her father separated her from her mom and sister and forced her to live in Iraq. The inspiring story of how she became a Reserve intelligence officer begins on page 6. (Photo illustration/original photo by Staff Sgt. Rusty Frank)



WHAT IT MEANS TO BE FREE

Reserve Citizen Airman Maj. Alea Nadeem knows better than most

BY BO JOYNER



As a child, Alea Nadeem spent four years living in Saddam Hussein's Iraq. Today she is the individual mobilization augmentee to the director of operations for the 70th Operations Support Squadron at Fort Meade, Maryland. (Wayne Clark)

Alea Nadeem was 8 years old when her world was turned upside down.

Born in Toledo, Ohio, in 1984, Alea was the first child of Cindy and Sam Nadeem. Her mom is American and her father is of Iraqi descent. Alea was 5 when her sister, Ayesha, was born. Life was good for the Nadeems until Alea was 8 and her father announced that he was taking the whole family to Iraq for a vacation.

That trip would change young Alea's life forever.

"I remember my dad saying he wanted to go back to Iraq because his mother was sick and he wanted my sister and me to meet our relatives over there," Alea said during a recent interview on the Megyn Kelly Today television show. "We flew to Iraq and it was a wonderful experience. I got to meet members of my dad's family for the first time and we were having a great vacation."

Things changed for Alea the night before the Nadeems were supposed to fly back to America. "I remember my dad took my sister and me to our aunt's house and then he left," Alea recalled. "I was playing with my sister and I realized my dad wasn't there and I started to cry. Nobody in the house spoke English and I didn't speak Arabic, so I was really scared. I remember crying myself to sleep that night and I woke up the next morning and my dad still wasn't there."

Alea's father finally returned, but he had some heartbreaking news for young Alea. "My dad told me that he and I would be staying in Iraq and my mom and sister were going back to America," she said. "My dad told my mom that she had to choose which daughter she wanted to take home and she chose my younger sister because she was afraid that my little sister, who was 3 at the time, would not be able to remember her if she left her at such a young age."

Of course, Alea's mom was devastated by the decision she was being forced to make. But with her visa about to expire and tensions high between the U.S. and Iraq at the time, she had no choice but to go back to America with Alea's sister.

"I don't have kids, but I can't imagine having to choose between your two children," Alea said. "It certainly wasn't fair to put my mom in that situation, but she made the best choice she could make at the time."

Alea still remembers clearly the day her mom and sister boarded a plane and headed back to America. "I felt numb," she said. "Even though I was only 8, I knew my life would forever be changed. I honestly do not know the words to describe the feeling of being left behind. All I can say is it was painful."

Alea spent four years in Iraq while Saddam Hussein was still in power. With no understanding of the local culture or language, she was immediately immersed in the life of an Iraqi schoolgirl.

It wasn't easy, but Alea slowly assimilated into life in the city of Mosul. Naturally, she missed her mom and sister terribly, but she adjusted to her new life and her new family. "Despite the problems with my father, most of the people I knew in Mosul were good people," she said. "But it wasn't easy being a girl in Iraq at the time. Having spent my early childhood in America, I knew what it meant to be free and you definitely didn't have that kind of freedom in Iraq," she said. "There were only two television stations. You listened to only what the government wanted you to hear. As a girl, I was probably going to have to quit school after the eighth grade and get married early as most girls do in Iraq. There weren't many opportunities open to girls at the time."

"I remember my family in Iraq telling me to always say good things about Saddam Hussein, never say anything bad in public because it could put you in danger. It's kind of hard to imagine but I ended up enjoying the time I spent in Iraq, just not under the circumstances of how it happened. My family in Iraq were amazing, kind people who helped me and tried to comfort me as much as possible."

Alea was living in Mosul when Operation Desert Storm began. “I remember one day I saw a U.S. helicopter land near my home. I think they were transporting patients to a nearby hospital. I remember frantically running up and desperately begging the air crew to take me back to America with them. Of course, they couldn’t take me with them that day, but I never lost sight of my goal. ... Neither did my mom,” she said.

As soon as she got back to Ohio with her youngest daughter, Cindy Nadeem immediately began working to try and get her older daughter back to the United States. It took four years, but Alea’s mother, with the help of the FBI and local government officials in Toledo, was finally able to secure Alea’s return from Iraq.

Alea said she was able to talk with her mom some while she was living in Iraq. “She would call as much as she could. Back then, phone companies charged a lot of money to call internationally. At one point, my mother had more than \$10,000 in phone charges because she called Iraq so much.

“Eventually, my mom was able to convince my dad to fly to Canada so she could give him money from businesses she had sold. He agreed to fly to Canada. She met him at the airport and drove him across the border to the U.S. where the FBI arrested him (for kidnapping). Once my dad was in custody, the court told him he would not be released until I was brought back to the U.S. I was back in Iraq and had no idea any of this happened, but my uncle drove me to the Iraq-Jordan border where I was reunited with my mom.”

Alea returned to the United States when she was 12. Once again, she had to assimilate into a new life. “It was a real struggle,” she said. “I was 12 when I returned to the U.S. and a lot had changed. I was almost stuck in the mindset of an 8-year-old versus a 12-year-old. By this time, I was speaking broken English and was behind academically. My family hired me a tutor, but I was always self-conscious. Not until high school did I get my confidence back academically. It was a tough road, but I made it slowly.”

Alea was a junior in high school when the United States was attacked on September 11, 2001. “As I watched the events unfold on television, I was scared,” she recalled. “I could see how the tragedy brought Americans together, but I was confused after hearing negative comments about Muslims and Arabs. Many people were saying unkind things and I remember asking my family if we were the Arabs people were talking about. I knew we weren’t.

“I realized people were confusing two different types of Arabs. America needed to know the difference between those horrible men who attacked our country and the people I knew and loved in the Middle East,” she said. “As the U.S. ramped up its actions in response to the attacks, I wanted to make sure our military knew the vast majority of Arabs and Muslims are good people. Perhaps I was a bit naïve, but I was determined to help people understand Middle Eastern culture. The events of 9/11 ignited my desire to serve.”

Alea walked into an Air Force recruiting office in Toledo and asked what jobs deployed the most. “A year later, I was in basic training, learning to become an Airman.”

She originally served in security forces. Ten years ago, she earned her commission and has been serving as an intelligence officer ever since.

After serving on active duty for seven years, she switched to the Air Force Reserve in 2015. She is currently the individual



mobilization augmentee to the director of operations for the 70th Operations Support Squadron at Fort Meade, Maryland. The 70th OSS is part of the 70th Intelligence, Surveillance and Reconnaissance Wing. Its mission is to provide multi-source, multi-service intelligence products for the Department of Defense by gaining and exploiting information as a major component of the Air Force and DOD global intelligence mission.

“I love the Air Force Reserve and am very happy becoming a Citizen Airman was an option for me following active duty,” Alea said. “I’ve provided cultural context about Iraq and Syria to senior Air Force leaders, including the secretary and chief of staff of the Air Force. I recently deployed to the Combined Air Operations Center at Al Udeid Air Base in Qatar, where I provided intelligence and counsel in regards to Middle Eastern cultural and geo-politics for Iraq and Syria in support of Operation Inherent Resolve.”

The major said returning to the Middle East during her latest deployment was a therapeutic experience for her. “It brought back so many memories for me,” she said. “I missed the culture, the bargaining at the shops, the food, the kind people and the desert air. This is my second home.”

With her strong ties to the Middle East and her unique experience growing up, Maj. Alea Nadeem is a proud and a valuable member of the Air Force Reserve team.

“I am so proud to be serving in the Air Force Reserve and living under the U.S. flag,” she said. “I am grateful for everything this country has given me and the opportunities the Air Force has afforded me. All the amazing people I have met in the Air Force have helped me become a better person and Airman. It takes a village and my Air Force village has raised me up and I am forever grateful.”

(Editor’s note: In recent years, Alea has reconnected with her father and they are working on rebuilding their relationship. “My father has atoned for what he did, I have forgiven him and we have begun building our relationship,” she said.)

Top, Nadeem tells her story to television host Megyn Kelly on the Megyn Kelly Today program. Left, Nadeem (far right in photo) began her Air Force career in security forces before later becoming an intelligence officer. Below, Nadeem chats with co-workers during a recent deployment to the Combined Air Operations Center at Al Udeid Air Base in Qatar. (Courtesy photos)





Maj. Kristen L. Hobbs, Air Force Operational Test and Evaluation Center Cyber Blue Book liaison for the Cyber Blue Team, stands in front of an MC-130J Commando II at Kirtland Air Force Base, New Mexico. Hobbs is a Reserve Citizen Airman assigned to the Air and Space Operations Center Program Office at Hanscom Air Force Base, Mass. The C-130J has been the subject of numerous AFOTEC operational test and evaluation programs.

A PERFECT FIT

AFOTEC and Reserve set the standard for total force integration

Story and photos by Master Sgt. Mark Olsen

There's a place where the total force initiative is hard at work.

Some even say it is the model that the Air Force and all the other services should emulate.

That place is the Air Force Operational Test and Evaluation Center headquartered at Kirtland Air Force Base, New Mexico. It is not affiliated with any major command. Instead it reports directly to Gen. David L. Goldfein, chief of staff of the Air Force.

AFOTEC has five detachments at 16 operating locations across the United States and at those sites, active duty Air Force, Air National Guard and Reserve Citizen Airmen are working toward one goal – ensuring that when the warfighter uses a weapon in the combat or the cyber environments, it will not fail them.

“It’s about operational truth to the warfighter,” said William C. Redmond, executive director, AFOTEC. “It prepares and helps our warfighters and it honors the sacrifice mothers and fathers make when they give us their sons and daughters.”

AFOTEC’s mission is to design tests that simulate, as closely as possible, what the system will encounter in its operating environment. If it is a weapons system, then the tests will replicate the combat environment. With cyber systems, that means trying by whatever means possible to penetrate it, employ it against the operator by changing the information the user sees or stealing that information.

The center’s goal is to ensure that throughout a system’s life-cycle, it will be safe, reliable, maintainable, logistically supportable and compatible with existing systems.

“With upwards of 100 major acquisition programs moving in and out of formal testing, AFOTEC’s manpower needs are never a constant,” said Maj. Gen. Matthew J. Molloy, AFOTEC commander.

What Reserve Citizen Airmen contribute to this enterprise are their military and civilian skills. For example, AFOTEC will bring in an Airman who works in cyber systems – personnel that the active duty Air Force never seem to have enough of, but Air Force Reserve Command can provide more readily.

“Space operations and future planning is another mission area where AFOTEC benefits from Reservists,” said Molloy. “They ensure the operational test mission continues without risk and interruption.”

“From enlisted to officer, Reservists do everything for us from cyber security testing, space expertise, intelligence, contracting, strategic planning, flying and maintaining jets, operating and maintaining satellites, building tests and testing,” said Redmond.

This is critical, because it matches the Air Force procurement process.

“The pace in acquisition has increased,” said Molloy. “Testing has to match that.”

A good example of that is at Detachment 6 at Nellis Air Force Base, Nevada, where all the current fighter aircraft in the Air Force inventory are being upgraded in one way or another. That means those new

systems need to be tested and evaluated, which requires reaching out to subject matter experts in Reserve units nationwide who work with these aircraft, because they will provide the operational knowledge that is critical in evaluation and testing.

“Reservists offer deep experience and the voice of the mature ‘been-there-done-that’ operators which is applied to our test design, its execution and subsequent analysis,” said Molloy. “They also bring mission continuity that bridges the gaps associated with the active force.”

So, whether the system is currently in the inventory, or is in the prototype or pre-production phase, there is a need for Reserve Citizen Airmen and their skills.

And they work hard because they have the work ethic, professionalism and leadership skills that AFOTEC is looking for.

Molloy and Redmond have called the center’s push to integrate Reserve Citizen Airmen a win for both the AFOTEC workforce and for Air Force Reserve Command.

“There are men and women out there in the Reserve who are fantastic,” said Redmond. “If you have a vision, they will help you create it. They will lead the way.”

One of the areas Reserve Citizen Airmen have excelled in is the cyber environment.

An example of the Reserve success story is Maj. Kristen L. Hobbs. As a Reservist who is assigned to the Air and Space Operations Center Program Office at Hanscom Air Force Base, Massachusetts, she brings skills in tactical ground communications, time as an executive officer and experience as a program manager to AFOTEC. Hobbs began working at the center in June 2017.

“I serve as the AFOTEC Cyber Blue Team liaison between headquarters AFOTEC, AFRL (Air Force Research Laboratory) and the Cyber Blue Team,” said Hobbs. “I do the team’s scheduling and coordinating.”

Because scheduling can be done in advance, team members can organize their AFOTEC days into their work schedule and not have to worry about it impacting their jobs.

“The team is a hand-picked pool of 40 to 50 people – Maj. Hobbs helps us find them,” said Jeffrey J. Olinger, technical director, AFOTEC. “It’s about having the right subject matter experts to do the assessments.”

“They all have advanced technical degrees in engineering, computer science, mathematics, physics, systems engineering and then a lot of them have weapon systems experience as well,” said Hobbs. “That’s what make our teams unique and sought after. To have that big of a team with that caliber of people, it’s not that easy to find.”

The Cyber Blue Team is comprised mostly of traditional Reserve Citizen Airmen. The Reservists either work in or own engineering or cyber companies.

“They bring a wealth of wisdom and knowledge from both their military experience, as well as from their employment in the commercial sector,” said Molloy. “We reap the benefits of applying leading-edge industry practices and state-of-the-art technological solutions to our cyber military systems, ensuring they are adequately protected.”

What is unique about the team is it is led by Air Force Reserve Col. Martha Monroe, who is stationed at Hanscom Air Force Base. In addition, all the part-time detachment team leads, documentation and technical writers are also Reservists.

“Col. Monroe gives us a capability we didn’t have three years ago,” said Redmond. “With our penetration teams and our adversary assessments, we are leading edge cyber testers.”

And that is important, because cyber testing has become a critical factor in test and evaluation.

“This means looking at a system as a whole, whether an airframe or a technology system, or sometimes just looking at a very small piece of that system,” said Hobbs.

Most people don’t think about it, but the F-35 Lightning II aircraft is a cyber-enabled system. In fact, every aircraft in the Air Force, the Department of Defense and even the civilian sector is a cyber-system. It takes programs to run aircraft, guide the aircraft, communicate with other aircraft, etc. And that list barely scratches the surface of an aircraft’s cyber systems connectivity. Once the plane lands, there are programs that diagnose the aircraft – the list goes on.

And as anyone who works with a computer or has a smart

phone knows, cyber systems are vulnerable in ways we can barely comprehend. So when it comes to cyber enabled weapon systems, if there is a vulnerability, it can have a direct impact on mission success.

“The Cyber Blue Team is responsible for looking at programs that are about to be evaluated and they determine the potential cyber vulnerabilities that should be prioritized for testing,” said Hobbs.

The team is the center’s front line in cyber testing and evaluation. When they meet to perform a system assessment, they start by gathering the system’s documentation to determine where potential cyber vulnerabilities could exist. The team then does what is called a deep dive where they meet with the system’s subject matter experts to see if those vulnerabilities could exist. Then they determine what kind of mission impact those vulnerabilities could have.

“All that information is put in to the Cyber Blue Book,” said Hobbs. “The teams prioritize mitigation requirements for program offices, and inform on cyber test plans and the development of future systems.”

The book is a guide for both the program office, which is responsible for developing the systems, and the vulnerability assessment Cyber Blue Teams that go in and test the systems.

“AFOTEC has been able to do this, but only because of that Reserve team we have,” said Olinger. “We couldn’t do any of that, we wouldn’t be building Blue Books, if it wasn’t for the Reserve.”

Since the team’s inception in 2015, members have done cyber vulnerability assessments on systems ranging from the F-35 Lightning II, the C-130J Hercules, the E-3 Sentry flight deck modernization program, the Defense Enterprise Accounting and

Management System, to various space programs.

“The feedback we get is just amazing: ‘The process you use, the product you create, and the team you have to do that – we haven’t seen anything like that,’” said Olinger. “The value added is phenomenal.”

“Reservists want to work for AFOTEC because of the Blue Team’s prestige,” said Hobbs. “As we move forward, I see more and more Reservists being involved.”

The team’s abilities and products have been recognized by Dr. J. Michael Gilmore, director, Operational Test and Evaluation, Office of the Secretary of Defense; and by various Air Force program offices and commands. In 2017, the team was selected as Air Force Reserve Command’s nominee for the Air Force Information Dominance Gen Rawlings (Small) Team Award, which included its work on the F-35 and the C-130J. Its success has bred success.

“It’s really ramped up. Our Cyber Blue Books have made it out to the Air Force and the demand for the team’s services has definitely increased because of the value they provide,” said Hobbs.

“As cyber security becomes preeminent in testing, the skillsets of the total force just lend themselves to a test type operation,” said Redmond.

“It is all about connecting good talent to good mission,” said Lt. Col. Michele A. Boyko, Air Force emergency preparedness liaison officer to New Mexico and the senior individual mobilization augmentee for AFOTEC. “Watching the officers and enlisted that I helped hire have fun getting the mission done is extremely rewarding.”

Working directly for Redmond, Boyko is also AFOTEC’s Reserve advisor. As a Reservist, Boyko is assigned to the First Air Force’s National Security Emergency Preparedness Directorate.

“The fact that she understands human capital makes it easier for me in my role as the executive director,” said Redmond.

“Reservists brought in on Military Personnel Appropriation man-days or as IMAs are allocated to you to address a specific, stated mission requirement and they should be deliberately employed that way,” said Molloy.

“AFOTEC leadership has encouraged a culture of calculated risk taking, which includes the manpower planning they have had me do,” said Boyko.

“It is critical that the host unit be purposeful about placing and employing their Reserve partners,” said Molloy. “This includes carving out quality office space, information technology support, and most importantly, providing thoughtful guidance. With these basics in place, step back, watch ’em run, and stand amazed.”

This is what makes the Reserve AFOTEC experience unique. An Airman can be brought on duty for a day, a week, a month or even telecommute – it is entirely based on the individual’s schedule coupled with the center’s needs.

“They are so efficient at telecommuting, some of them give me two-for-one: They’ll do twice as much work for us when they are telecommuting,” said Redmond.

Depending on the testing cycle, there are ebbs and flows to when people are needed. Because of this, it is actually easier to get Reservists to come in than it is to get an active-duty person.

“I set my own schedule,” said Hobbs. “AFOTEC does an



William C. Redmond, AFOTEC executive director, discusses a cyber testing article with Lt. Col. Michele A. Boyko, Air Force emergency preparedness liaison officer for New Mexico and the total force integration senior individual mobilization augmentee for AFOTEC .

awesome job of getting days for me. This year, I got 90 days and I break them up into three-day chunks.”

This work latitude enables Hobbs to perform her duties at Hanscom, AFOTEC and be a mom, allowing her to balance all these areas.

“When they need me, I can be there,” said Hobbs. “And when I can work, they always have things for me to do.”

This is the key to AFOTEC total force success – flexibility, availability and a willingness to shoulder the administrative load to bringing a Reservist on duty.

“AFOTEC does a really good job of understanding how to use Reservists and where to use them,” said Hobbs. “They are very proactive and supportive of us.”

That is demonstrated by the center’s leadership in their support of Reservists.

“You need to care about their careers just like you care about everybody else’s,” said Redmond. “Being able to help promote and professionalize them is important.”

While there is no question that AFOTEC benefits from Reserve Citizen Airmen, Air Force Reserve Command also benefits from the Airmen who serve at AFOTEC.

“As a direct reporting unit, AFOTEC touches everything,” said Hobbs. “Being part of AFOTEC allows you to see the broader picture and how everything fits together.”

“AFOTEC is a melting pot of skillsets and leadership, and those experiences will enrich them,” said Redmond. “I want to give Lt. Gen. (Maryanne) Miller (AFRC commander) a person who has been enhanced by the AFOTEC experience.”

And because of all this, Reserve Citizen Airmen gain in being part of that unique total force experience at AFOTEC.

(Olsen is assigned to the 514th Air Mobility Wing public affairs office at Joint Base McGuire-Dix-Lakehurst, New Jersey.)



Maj. Gen. Matthew H. Molloy, AFOTEC commander, addresses the operational test and evaluation process and procedures class at the center. The class teaches Air Force personnel who come from operational or maintenance backgrounds about AFOTEC’s testing and evaluation processes. AFOTEC’s mission is to design tests that simulate, as closely as possible, what the system will encounter in its operating environment.

HERICANE HUNTERS

Pair of female fliers living their dream tracking deadly storms

By Maj. Marnee A.C. Losurdo

While some little girls dream of growing up and becoming a princess, others dream about becoming a Hurricane Hunter and flying into the most powerful storms on Earth.

At least that was the case for Maj. Ashley Lundry, an aerial reconnaissance weather officer, and Maj. Devon Meister, a pilot, both members of the 53rd Weather Reconnaissance Squadron, a unit of the 403rd Wing at Keesler Air Force Base, Mississippi.

The 53rd WRS is the only Department of Defense unit that flies weather reconnaissance missions into severe tropical weather to gather data for the National Hurricane Center to improve forecasts and storm warnings.

“It was my dream to fly through hurricanes since I was a little girl,” Lundry said. Her father, a U.S. Naval Academy graduate and Navy pilot, influenced her career choice. “I always thought weather was really cool, and my dad told me there were pilots who flew planes through hurricanes. He planted the idea that I could do it.”

And she did. ... But she served a stint in the Army and Air National Guard first.

Lundry received an Army ROTC scholarship to attend the Florida Institute of Technology and earned a degree in meteorology and her commission in 2006. She got her master’s degree in physical science at Emporia State University in Kansas in 2013.

After serving four years as an Army logistics officer, she transferred to the Oklahoma Air National Guard in 2010 to serve as a weather officer. She attended the Weather Officer Course at Keesler in 2010 and toured the 53rd WRS. That gave her the opportunity to inquire about future opportunities to serve in the squadron.

She transferred to the 53rd in 2014 and began her training to become a qualified ARWO.

While Meister said she didn’t always dream of becoming a hurricane hunter, she always loved mathematics and wanted to pursue a math-related career.

“I really liked math,” said Meister, who earned her undergraduate degree from the University of South Florida in 2003. “The good thing about a mathematics degree is that it opens a lot of doors for you in the military. At the time I wasn’t sure what I wanted to do in the Air Force, but they needed weather officers. They sent me to get a second bachelor’s degree in meteorology at the U.S. Naval Post Graduate School in Monterey, California, and I became a weather officer.”

Meister also attended the Weather Officer Course at Keesler in 2004 and visited the Hurricane Hunters to learn about their mission.

“Ever since I went on that tour I wanted to be a part of the Hurricane Hunters,” she said.

Meister was given the opportunity to become a pilot and took it. While in pilot training, she found that her unit was losing its mission and had to find a job. She called the 53rd WRS and was told the unit had a pilot board the following month. She met that board and signed on as a Hurricane Hunter in November 2011.

Today, Meister is one of two female pilots in the squadron, one of 243 female pilots in the Air Force Reserve and one of 728 in the entire Air Force.

Lundry is one of four female ARWOs in the squadron, the Reserve and the Air Force, since the 53rd WRS is the only unit that has this job.

It’s a unique mission, and with that mission comes unique challenges.

As a pilot, Meister and her counterparts fly directly into storms that most pilots avoid.

“The biggest difference between being a pilot for the Hurricane

Hunters versus another unit is we purposely fly into severe weather rather than avoid it, and there is no training for that,” she said.

In fact, the majority of the squadron’s training for pilots, navigators, ARWOs and loadmasters is conducted at home station during operational missions. There is no formal schoolhouse.

“We are a student for multiple missions into a hurricane so we can experience the environment,” said Meister, who added it took her about two years of pilot training, C-130J-specific qualification and on-the-job training to become proficient to fly through storms.

Meister, who has now flown into 52 storms and has more than 1,500 flight hours, said her role as a pilot is to fly the weather officer into the storm.

As it is with pilots, Lundry said most ARWO training is done in-house as well.

“We need actual storms to fly for training, so the hurricane season impacts how soon you can become fully qualified,” she said, explaining that it took about a year of flying through 10 storms with 94 storm flight hours before she became fully qualified.

The squadron conducts two types of missions – low-level invests and fix missions. ARWOs call the shots for both, Lundry said.

“That’s unique to our mission,” Meister said. “The weather officer is telling the pilot where to go to get the best data, and then the navigator and pilots work together to ensure the crew will be safe flying into those conditions.”

A low-level invest mission is flown at between 500 and 1,500 feet to determine if the storm has a closed circulation. If there is a closed circulation, the Hurricane Hunters begin flying fix missions into the system.

Once a system becomes a tropical storm or hurricane, the Hurricane Hunters begin flying at higher altitudes, ranging from 5,000 to 10,000 feet, depending on the severity of the storm.

Aircrews fly though the eye of the storm four to six times to locate the low-pressure center and circulation of the storm. During each pass through the center, they release a dropsonde, which collects weather data on its descent to the ocean surface, specifically gathering information about the surface winds and pressure.

During the invest and fix flights, the aircrews transmit weather data via satellite communication every 10 minutes to the National Hurricane Center to assist experts with their forecasts and storm warnings.

Some people may wonder why a person would want to do this job, but Meister and Lundry both said it was an easy decision for them.

“I want to make sure I’m spending my time on Earth wisely. I want to do something that’s valuable,” Meister said. “(Without us), the only tool that forecasters have for tropical cyclone prediction is satellite data and that’s not enough because a satellite can’t tell you the exact center, wind speeds on the surface and the central pressure of a storm. We have to fly into the storm to gather that data. Providing this data to the NHC and increasing forecast accuracy is rewarding and important to me.”

Both Meister and Lundry said they felt like they were making a difference in the lives of others by doing this mission.

And, as women with degrees in math and science career fields

that are typically dominated by men, the pair are setting an example for future generations of young women.

In 2015, women filled 47 percent of all U.S. jobs but held just 24 percent of the jobs in science, technology, engineering and mathematics, according to the U.S. Department of Commerce.

“There are fewer females in meteorology and other science careers, but I think that’s changing,” Lundry said.

“I was surprised to learn that only 7 percent of pilots in the Reserve are women,” Meister said. “But, that’s why I like going and talking at schools where little girls can see that there is a female doing this job. I like to go on the Caribbean Hurricane Awareness Tour and the U.S. Hurricane Awareness Tour to show young women there is a girl on this plane and there is an opportunity out there for them to become an aircrew member.

“Every day during the HAT, a child would ask if girls fly on this plane and we say, ‘yes, and you can too.’”

The pilot’s advice to young women is to push themselves and just try something challenging, even though it might be difficult to take that first step.

“Get out of your comfort zone and try things you don’t think you can do because what you’re capable of will surprise you,” she said. “Focus on being teachable. Do your best to learn the material and then try something harder. By successfully passing courses in school, you are building a track record of success for yourself. In high school, I never would have thought I’d be where I am today, but the military made that possible.”

(Losurdo is the public affairs officer for the 403rd Wing.)



Maj. Devon Meister, pilot, and Maj. Ashley Lundry, aerial reconnaissance weather officer, are members of the 53rd Weather Reconnaissance Squadron, a unit in the Air Force Reserve’s 403rd Wing at Keesler Air Force Base, Mississippi. They encourage young girls to pursue a career in meteorology and other science fields. (Staff Sgt. Heather Heiney)

SETTING SAIL

**CITIZEN AIRMAN IS FIRST RESERVE RADAR SHIP MISSION COMMANDER
BY SENIOR MASTER SGT. TIMM HUFFMAN**

Maj. Christina Light, an individual mobilization augmentee assigned to the Air Force Technical Applications Center, Patrick Air Force Base, Florida, stands in front of the U.S. Naval Ship Invincible. Light is the first Air Force Reservist certified as a mission commander on one of AFTAC's radar ships. (Courtesy photo)

While many Airmen take to the skies, Reserve Citizen Airman Maj. Christina Light sets sail.

The space and missile operations officer, assigned to the Air Force Technical Applications Center Technical Operations Squadron as an individual mobilization augmentee, is the first Air Force Reservist certified to serve as a mission commander on one of the organization's radar ships, the USNS Howard O. Lorenzen.

AFTAC, based at Patrick Air Force Base, Florida, performs nuclear treaty monitoring and nuclear event detection. AFTAC provides national authorities quality technical measurements to monitor treaty compliance. It also performs research and development of new proliferation detection technologies to enhance or assist treaty verification to limit the proliferation of weapons of mass destruction.

Light first came to AFTAC as a contractor after 10 years on active duty. She left the active-duty Air Force in 2014 to be on the same continent as her husband and joined the Air Force's traditional reserve program to continue serving in uniform. However, her reserve unit was a nine-hour commute, one way, and she didn't feel like she could really be part of the unit. AFTAC indicated they wanted her support in both military and civilian status, so she transitioned into a vacant IMA billet in 2015.

IMAs are part of the Air Force Reserve's Individual Reserve program and are assigned to augment active-component organizations and government agencies. Unlike traditional reservists, who drill one weekend a month and have two weeks of annual tour to complete, IRs work with their unit supervisors to create a custom duty schedule; they often complete their 24 to 36 days of requirements in one or two blocks of time.

Wanting to get more familiar with her new role, Light asked for active-duty orders so she could work in uniformed status full-time. After her request was granted, she realized she might have something to contribute to the ship mission.

According to Lt. Col. Don Wittenberg, the TOPS commander, his squadron didn't have as many AD mission commanders as they would like, so when Light petitioned to become the first reserve mission commander, he welcomed the idea.

As a field grade officer, Light brought a maturity of leadership and expertise to the active-duty mission commanders, who are more junior, said Wittenberg. Her augmentation also reduced the burden on the new officers coming into the program, allowing them time to focus on their spin-up training and qualifications rather than putting out to sea.

The USNS Lorenzen is operated by U.S. Navy's Military Sealift Command to carry AFTAC's state-of-the-art Cobra King mobile radar system wherever it's needed. The radar is employed to provide worldwide, high quality, high resolution, multi-wavelength radar data to the Department of Defense's strategic community, the Missile Defense Agency and other government agencies.

The radar and ship are the sea component of DoD's Cobra program that monitors ballistic missile launches. Other Cobra platforms include the Cobra Ball (airborne tracker) and Cobra Dane (stationary array).

The ship operates with a crew of civilian mariners who are responsible for operating and navigating the ship, as well as

civilian contractors who operate and maintain the radar and communications equipment.

Light's first sea tour started in the spring of 2017 when the Lorenzen headed into U.S. Pacific Command. As the only Airman aboard, she was one-deep in her leadership role. It was her responsibility to ensure the platform team members were able to successfully collect mission data. In addition to daily mission taskings, she also worked closely with experts from MSC to develop a prioritized listing of necessary ship-related items to address whenever the vessel is in port or at the shipyard.

Even with all her certifications, Light said once in place, there was still a steep learning curve to the job. However, with a high operational tempo and a highly experienced team of contractors, it didn't take long to learn the ropes. She was particularly impressed with the dedication and proficiency of the contractors.

"They go to sea for months on end, year after year, by choice. They have decades of experience," she said.

Life on the ship was a new experience for the Reserve Citizen Airman. She said the rhythm of the days was set by meals at the galley. Her state room -- living quarters and bath -- were attached to her office, which meant work was never far away. She also learned the importance of building a network of connections with the Navy officers around the fleet.

According to Wittenberg, the first time an Airman goes out on the ship he or she is like an outsider on an island. But, as a field grade officer, her leadership and experience enabled her to get right in there and get the mission done.

After returning from her first tour at sea, Light split her time between her contractor position and military orders. In mid-August 2017, she decided to leave her contractor job to focus on the military mission full-time and prepare for her next sea deployment on the USNS Invincible later this year.

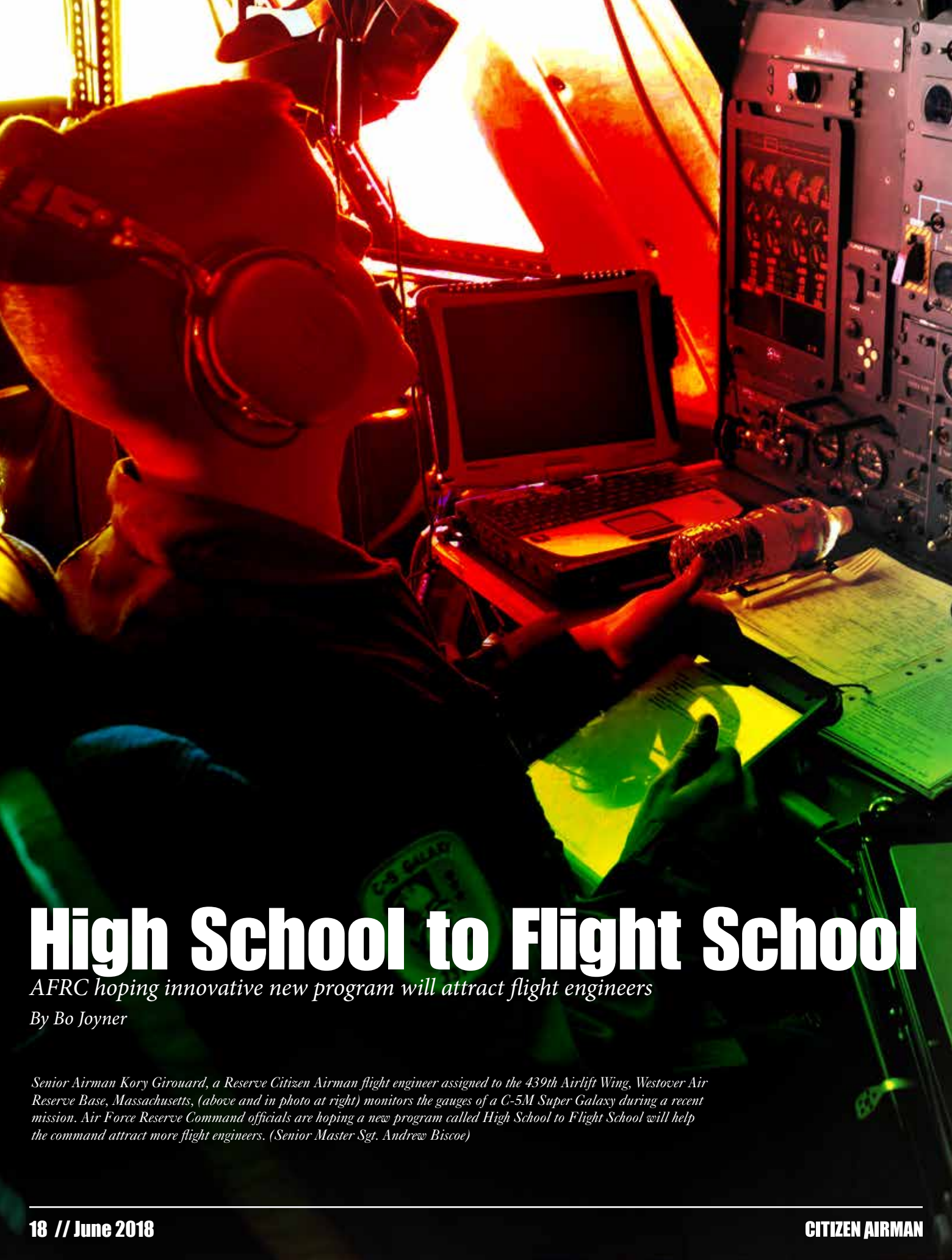
"I love my career field, wearing the uniform and everything that goes along with it," she said.

According to Wittenberg, his Reservist was recently selected to attend Intermediate Developmental Education in-residence via the CSAF's Blue Horizons Program and will begin the next phase of her career, following her ship deployment.

"I am proud of what she has done. She has brought a lot to our squadron," he said.

(Huffman is assigned to the Headquarters Individual Reservist Readiness and Integration Organization at Buckley Air Force Base, Colorado.)





High School to Flight School

AFRC hoping innovative new program will attract flight engineers

By Bo Joyner

Senior Airman Kory Girouard, a Reserve Citizen Airman flight engineer assigned to the 439th Airlift Wing, Westover Air Reserve Base, Massachusetts, (above and in photo at right) monitors the gauges of a C-5M Super Galaxy during a recent mission. Air Force Reserve Command officials are hoping a new program called High School to Flight School will help the command attract more flight engineers. (Senior Master Sgt. Andrew Biscoe)

Officials at Air Force Reserve Command headquarters, Robins Air Force Base, Georgia, are hoping an innovative new program will help the command meet its need for flight engineers.

A flight engineer is the enlisted member of an aircraft's flight crew who monitors and operates its myriad complex systems. Flight engineers sit at a station near the pilots and work in close coordination with them during all phases of flight. In addition to monitoring all systems, they are required to diagnose, and where possible, rectify or eliminate any faults that may occur. They also compute and apply aircraft weight, balance and performance data, among other duties.

For years, AFRC filled most of its flight engineer positions with Airmen who were leaving active duty. Recently, that pipeline of prior-service flight engineers has started to dry up.

"Weapons modernization has eliminated the flight engineer position on a number of Air Force aircraft," said Chief Master Sgt. David Jones, the career enlisted aviator functional manager at AFRC headquarters. "For example, the active duty is flying only the newer C-130 J-model aircraft now while the Reserve's inventory consists of mostly legacy C-130s. The legacy C-130s have flight engineers, while the J-model doesn't. As a result, we no longer have that pipeline of C-130 flight engineers making the switch from active duty to the Reserve."

In addition to the legacy C-130s, flight engineers are still required on C-5s, KC-10s and E-3s, three air frames operated in several locations by the Reserve Command.

Flight engineers must have a knowledge of electrical, communication, navigation, mechanical, hydraulic, fuels and pneumatic aircraft systems. Currently, Air Force regulations require that flight engineers have prior qualification at the 5- or 7-level in a variety of maintenance career fields.

"In the past, the typical career path for flight engineers was to work in maintenance for a few years and then retrain as a flight engineer," Jones said. "It would take several years for AFRC to grow an experienced flight engineer."

To help speed up this process and hopefully encourage more people to consider a career as a flight engineer, Jones and his colleagues in the Directorate of Operations at AFRC headquarters have come up with a program called "High School to Flight School."

"The basic idea behind High School to Flight School is to equip a non-prior service or prior service candidate who does not have the entry-level experience required by the AFECDD (Air Force Enlisted Classification Directory) with a maintenance foundation that will prepare them to enter into the flight engineer career field," Jones said.

"What we are hoping to do is take a brand new person off the street or a prior service person who doesn't have any maintenance experience and provide them the technical training required to be a successful flight engineer.

"Prior to a candidate's attendance at the flight schools required to become a flight engineer, we are going to send candidates to a qualifying maintenance course to give them the maintenance experience required to complete flight engineer training. We hope this will lead to a person better prepared to be successful in the flight engineer career field."

A non-prior service individual accepted into the Reserve through the High School to Flight School program would go through basic military training and then attend the 91-day Aircraft Electrical and Environmental Systems Apprenticeship Course at Sheppard AFB, Texas.

"If they successfully complete those two courses, they will continue on to Lackland (AFB, Texas) to enter into aircrew training," Jones said. "If for some reason they are not successful in completing the aircrew portion of training, they can continue service in their maintenance career field.

"That's important because our maintenance manning is critical as well. It's a win-win for both operations and maintenance."

Jones said that once new flight engineers have completed their initial qualification training, they will be placed on a full-time active status for two years to build up their experience in the position.

"Our desire is to get these individuals up to instructor status as soon as possible," Jones said.

Lt. Gen. Maryanne Miller, AFRC commander, has authorized the command to test out High School to Flight School on a small scale beginning immediately.

Jones said the test program will take place at two Reserve C-5 units (the 439th Airlift Wing at Westover Air Reserve Base, Massachusetts and the 433rd AW at Joint Base San Antonio-Lackland, Texas) and two C-130 units (the 302nd AW at Peterson AFB, Colorado, and the 910th AW at Youngstown Air Reserve Station, Ohio).

The chief has worked closely with the AFRC Recruiting Service to get the program off the ground.

"We are excited about High School to Flight School and our recruiters in these test base locations are ready to go," said Chief Master Sgt. Thomas Zwelling, AFRC recruiting manager. "We're confident we can find young people with the right skill sets to be successful flight engineers."

Jones said the command is hoping to get at least 10 flight engineer candidates during this initial phase of High School to Flight School.

"If we can get at least 10 into the program and if we are successful, we'll recommend further implementation to the commander. It's not a quick process. It'll be at least six months before we know if our new candidates are making a good transition into the program."

Non-Reservists interested in the High School to Flight School program should contact their local recruiter. They may also call 800-257-1212 or visit afreserve.com. Current Reservists interested in the program should talk to their supervisor. For more information on the program, contact Jones at david.jones.53@us.af.mil.



FAITH IN THE TOTAL FORCE

The Air Force Reserve is completely integrated into the total force, supporting the active-duty Air Force on a daily basis throughout the world. One area where Reservists are heavily involved is providing chaplains and religious affairs personnel to the major commands throughout the Air Force. And that support is growing.

In fiscal 2017, the number of military personnel appropriation days performed by Reserve Chaplain Corps members was an all-time high of 22,229 days, according to Chaplain (Lt. Col.) Mark Bowditch, chief of the Personnel and Readiness Division within the Air Force Reserve Command's Chaplains Office at Robins Air Force Base, Georgia.

"This is more than 60 man-years of support given, which is huge for a small career field like ours," Bowditch said. "Especially with MPA tours, serving as a Reserve chaplain allows the minister the opportunity to continue ministering to the spiritual needs of people while in between civilian ministries in a full-time capacity."

One of the many units the Reserve provides chaplains to is the 502nd Air Base Wing at Joint Base San Antonio-Lackland, Texas.

Lt. Col. Peter Fischer, 502nd ABW wing chaplain, said Reserve Citizen Airmen, both individual mobilization augmentees and traditional Reservists, are needed for the wing to accomplish its critical mission.

"They are invaluable members who have seamlessly folded into the team to fill in gaps left by both deployments as well as growth of mission requirements," Fischer said. "The units we serve cannot tell the difference between the Reserve members and the active-duty members that we send to provide spiritual care, advise leaders and offer worship services, liturgies and rites."

Currently, the Reserve Chaplain Corps is comprised of about 320 chaplains and 170 religious affairs specialists. Religious affairs specialist is the new name for chaplain assistants. The new name was rolled out May 1. Two-thirds of the Reserve Chaplain Corps are IMAs.

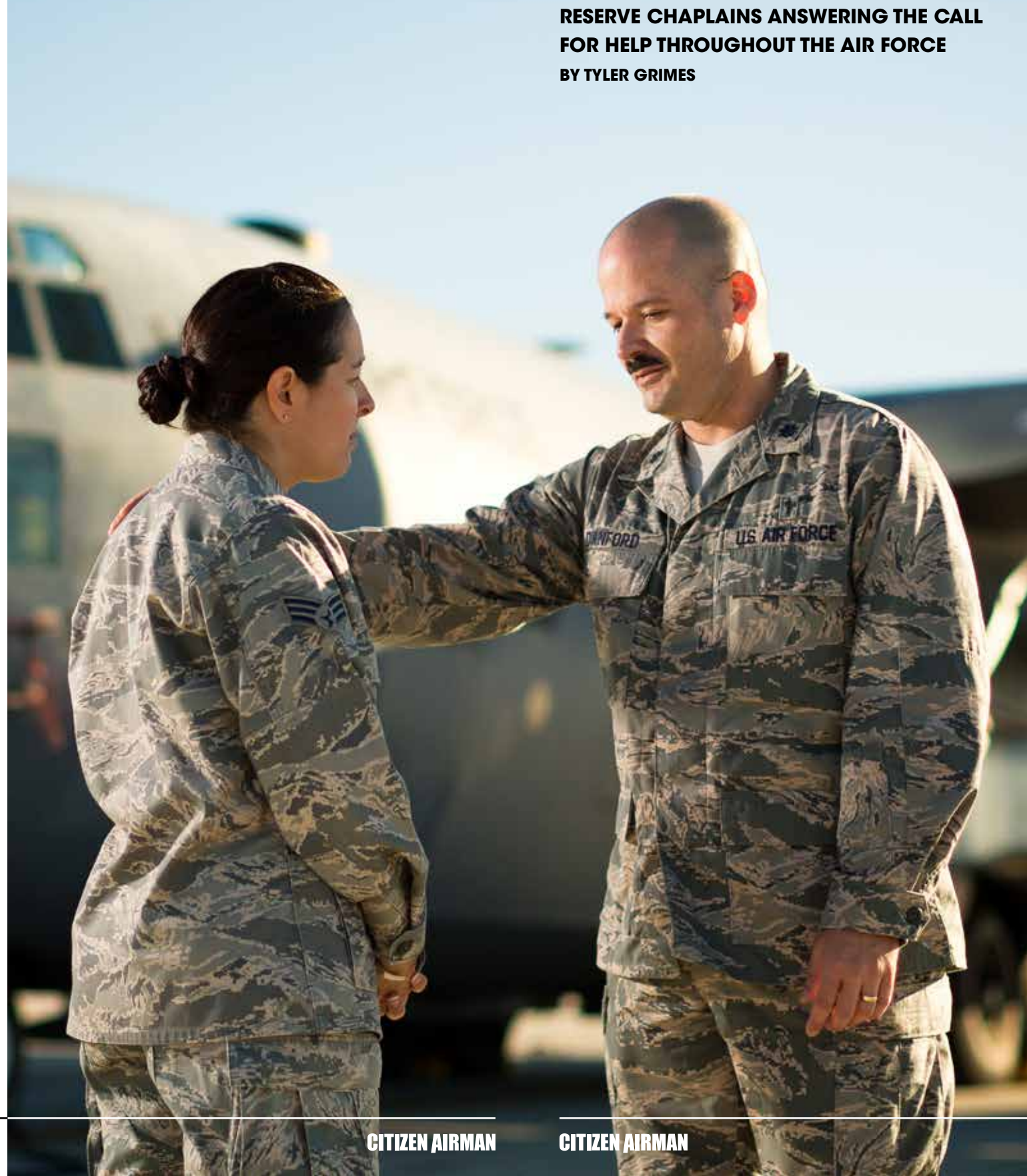
The active-duty wings have a growing need for these Reservists to serve MPA backfill tours, Bowditch said. In fact, the demand has grown for the past five years between 3,000 and 4,000 MPA days each year.

Another way the Reserve Chaplain Corps has been asked to support active-duty units in a large way is through the newly created Task Force True North initiative. This three-year beta test program, directed by Air Force Chief of Staff Gen. David Goldfein, is designed to effectively enhance Airmen well-being and resilience and decrease negative outcomes, like interpersonal and self-directed violence.

The task force is comprised of 12 teams made up of one chaplain and one religious affairs NCO who serve together on teams with specially trained civilian mental health counselors and medical support personnel.

The 12 teams are currently embedded at four locations during this test phase – Whiteman AFB, Missouri; Minot AFB, South Dakota;

RESERVE CHAPLAINS ANSWERING THE CALL FOR HELP THROUGHOUT THE AIR FORCE BY TYLER GRIMES



Joint Base Elmendorf-Richardson, Alaska; and Beale AFB, California.

These teams act as a supplement to the active-duty chapel teams already stationed at each location. Reserve members are either backfilling for active-duty chaplain corps members who have been assigned to TFTN locations or they have gone forward in direct support of TFTN.

Task force members maintain support and liaison relationships with local wing or installation religious support teams, but are not tasked to support wing or installation chapel programs.

The TFTN teams do provide unit engagement; pastoral care; pastoral and spiritual counseling; crisis and intervention counseling; privileged communication; informed referrals; religious support; resilient Airmen, marriage and family programs; and leadership advice and assistance.

Bowditch said one of the reasons the Reserve chaplain program is so successful is the opportunity it provides to Reserve Citizen Airmen to follow their religious convictions while serving God, country and their fellow Airmen.

"Chaplains are endorsed by their ecclesiastical body to conduct ministry within the context of the military in accordance with the doctrine and practice of their religious endorsing body," he said. "This allows the chaplain to lead worship services; preach; pray; counsel, conduct funerals, weddings, baptisms and the like to provide for the spiritual needs of Airmen. Finally, the diverse nature of the chaplain corps allows the opportunity to work in an environment that builds respect for the faith of others while potentially strengthening one's own faith."

As the need from the various major commands for more Reserve chaplains increases, the opportunity for ministers of different faiths to join the ranks is ever present.

"The Reserve is always looking for highly motivated and qualified faithful ministers to serve the spiritual needs of war fighters and their families," Bowditch said.

The Air Force chaplaincy allows the minister to step outside the bubble of a church on a routine basis and provide spiritual care in a demanding and different context.

One way the Reserve recruits new chaplains is through the Air Force Reserve Chaplain Candidate Program. The program gives students of seminaries and other professional religious schools the chance to commission into the Air Force chaplaincy. Chaplain candidates enter the program as second lieutenants and complete a number of tours and internships to prepare them for a career as an Air Force Reserve chaplain.

"A Reserve chaplain has the wonderful opportunity to provide spiritual care for Airmen and their families to exercise their constitutional right to the free exercise of religion," Bowditch said. "This is achieved through religious observances and providing pastoral care."

For information about the Reserve Chaplain Candidate Program or Reserve Chaplaincy Program, call 1-800-223-1784, extension 497-1475 or send an email to AFRC.HCX@us.af.mil.

Air Force Reserve Command provides chaplains and religious affairs personnel to major commands throughout the Air Force. Here, Chaplain (Lt. Col.) Jamie Danford talks with Staff Sgt. Jamie Link at Dobbins Air Reserve Base, Georgia.



Col. Jacquelyn Marty takes aim at a bullseye during an archery session at the adaptive sports camp at Eglin Air Force Base, Florida, April 17. A Reserve Citizen Airman, Marty is commander of the 713th Combat Operations Squadron at Beale Air Force Base, California. She is competing in swimming and cycling at the DOD Warrior Games. (Samuel King Jr.)

Fighting Back

WARRIOR GAMES MOTIVATE RESERVE CITIZEN AIRMAN TO REBOUND FOLLOWING ACCIDENT FROM STAFF REPORTS

Col. Jacquelyn Marty, commander of the 713th Combat Operations Squadron at Beale Air Force Base, California, and a decorated KC-135 and Alaska Airlines pilot, will be stepping back on the grounds of the U.S. Air Force Academy this month, more than 28 years after she became an academy graduate. This time, she will do so as an athlete competing in the 2018 Defense Department Warrior Games.

Marty will join more than 300 other athletes from the Army, Navy, Marine Corps, Air Force and a team from Special Operations Command, as well as athletes from the United Kingdom, Australia and Canada. They will go head to head in 11 sports, including track and

field, swimming, powerlifting and wheelchair basketball.

The games, which started in 2010, are a Paralympic-style competition and were designed to enhance the recovery of wounded, ill and injured service members by exposing them to adaptive sports. All of the athletes have overcome significant physical and psychological challenges, some not always visible to others.

That includes Marty.

In October 2015, Marty and her 5-year-old son were in a horrific car accident that altered the course of her life.

“Everything happens for a reason,” Marty said about that fateful day.

“I was on the track for command and then everything changed.”

That day, while driving to a banquet honoring World War II veterans and the stand-up of the 489th Bomb Group in Abilene, Texas, she and her son were slowing at an intersection to turn left. There was no designated turn lane. Marty glanced in her rearview mirror and noticed a pickup truck about a mile and a half behind her.

Moments later everything went dark.

The driver of the truck was texting while driving and never saw Marty’s car. The truck slammed into Marty going more than 70 miles per hour.

Miraculously, her son was not injured.

Marty was not as fortunate. She awoke to paramedics asking her questions like, “Who’s the president?” She was not able to find the answers.

She had multiple injuries to her head, neck and shoulders and sustained a traumatic brain injury.

In the months that followed, Marty fought to find medical treatment and was denied care over and over.

“I went from being a successful multi-tasking mom, wife and Air Force officer to being incapable of simply caring for myself, let alone my family or my job responsibilities,” she said. “Being in constant pain and having lost my identity, I started a downhill slide into a deep depression.”

That’s when Marty said her leaders stepped in and got her the care she desperately needed. They checked on her regularly, helped her navigate the path to get her neurological and chiropractic care and when she hit roadblocks, they stepped in to get answers.

Marty’s Air Force Wounded Warrior care coordinator encouraged her to attend a Warrior Care event. At first, she refused.

“My injury wasn’t combat related,” Marty recalled feeling. “I didn’t think the program was for me.” However, she quickly found there were others like her experiencing similar challenges.

At the Warrior Care event, Marty was introduced to several charities to help her recovery and she was introduced to adaptive sports. Adaptive sports have been found to help with an individual’s recovery and rehabilitation because they introduce new ways to physically participate in exercise.

Marty has been training six days a week to prepare for the 2018 Warrior Games. She is competing in cycling and swimming.

When she doesn’t feel like training or thinks about giving up, she is encouraged by her teammates and her son, who went through that horrific night with her.

The colonel encourages everyone eligible to take advantage of all services and programs available to them.

Besides not texting and driving, she has several key takeaways from her accident and her Air Force Wounded Warrior care experience:

- For leaders: “Support your Airmen. Without leadership’s support, healing is hindered, whereas having that support accelerates healing and saves lives.”
- For Airmen: “We may be scratched, dented and damaged, but we will not be defeated.”
- For anyone facing a challenge: “You are not alone. Do not be reluctant to reach out for help.”

For more information on the Warrior Games, check out www.dodwarriorgames.com.



Top, Marty pilots a KC-10 as an Air Force Reservist. Left, what is left of Marty’s car after a pickup truck slammed into it going more than 70 miles per hour. Below, Marty poses with her sons, Nicholas, 8, and Michael, 1. Nicholas was riding with his mother when their car was totaled.(Courtesy photos)





FROM TACTICAL TO STRATEGIC

PITTSBURGH UNIT MAKING THE SWITCH FROM C-130S TO C-17S // BY JAIMI UPTHEGROVE

Senior Airman Even Campbell from the 911th Maintenance Squadron, Pittsburgh International Airport Air Reserve Station, Pennsylvania, reviews the top of an HC-130P/N Combat King at Patrick Air Force Base, Florida, in March. 911th members were at Patrick to inspect their aircraft, while their base readies for the transition to the C-17 (Staff Sgt. Jared Triamrchi)

The 911th Airlift Wing, Pittsburgh International Airport Air Reserve Station, Pennsylvania, is undergoing a significant mission change in order to meet the needs of the Air Force.

The wing is converting from the tactical C-130 to the more strategic C-17 aircraft. While this is no minor task, the conversion is progressing rapidly.

“When we first met with the Army Corps of Engineers, I recall one of their colonels saying this timeline is very tight and we may not get everything done as quickly as planned,” said Mark McUmbler, C-17 program manager at Air Force Reserve Command headquarters, Robins Air Force Base, Georgia. “There is an incredible team of talented individuals proactively working hard on this project to keep it ahead of schedule and get all the moving parts lined up at the right time.”

Tim Greene, AFRC’s design and construction manager, commended the ACOE team for expeditiously drawing up designs and plans, aiding in the team’s ability to get the conversion under way.

The process started when funds were allocated in the 2017 fiscal year budget. The wing was awarded \$125 million for construction projects – the most money any AFRC location has been awarded in a single year, according to Greene.

With the funds in place, the base still faced many challenges.

Maj. Rob Lowe, chief of the conversion office at the 911th AW, said 2017 was an extremely busy year for the wing. In addition to beginning the conversion, the 911th held a capstone event ending its current cycle of inspections, conducted an award winning air show and accomplished the wing’s final C-130 deployment.

“Our members deployed in September and as soon as they returned they hit the ground running on the conversion,” he said.

The wing’s current commander, Col. Doug Strawbridge, took command of the unit April 6 of this year in the midst of the conversion. He came to the unit in 2015 as the vice wing commander and has served at the 911th AW through the entire process.

“We’ve asked a lot of our Reservists and they have demonstrated the utmost professionalism and dedication through the whole process,” he said. “We have a stellar reputation and we will keep building on that as we take on these new, incredible challenges.”

Once the Reserve Citizen Airmen and aircraft returned from their deployment in September, Col. Cliff Waller, 911th Maintenance Group commander, coordinated with the 920th Rescue Wing at Patrick AFB, Florida, to recover, inspect and transition the wing’s C-130s to various locations while workers at Pittsburgh started preparing the base for the C-17.



Three members of the 612th Squadron with the Royal Air Force Medical Reserves pose with members of the 911th Aeromedical Evacuation Squadron. The purpose of this visit was to give the Scottish members a look at what a typical 911th Airlift Wing unit training assembly was like, as well as to get to know members of the 911th AES. (Senior Airman Beth Kobily)

A C-17A Globemaster III from the 445th Airlift Wing, Wright-Patterson Air Force Base, Ohio, prepares to take off after picking-up Patriot missiles at Tinker Air Force Base, Oklahoma, in 2017. The 911th AW is making the switch from C-130s to C-17s. (Greg L. Davis)

The first C-17s are expected to arrive in June, although they will be maintained and operated at the 445th Airlift Wing, Wright-Patterson AFB, Ohio, until the Pittsburgh base is ready for them.

“We have experienced an absolute outpouring of pivotal support from our friends at the 445th and the 920th,” Lowe said. “Without their support, this process would take a lot longer. They gladly stepped up to help.”

Lowe said an added benefit to staging the C-17s at Wright-Patterson is that the members of the 911th AW will integrate with and get hands-on training from the skilled members of the 445th.

The 911th will eventually house eight aircraft. They anticipate having their first two C-17s on station in October of this year.

Strawbridge said the new mission set will bring many new opportunities to the wing and the community. He said the C-17 – the most flexible cargo airlifter in the Air Force – has the capability to carry more cargo and fly further than other aircraft, offering exciting new ways to meet the strategic needs of the Air Force.

In addition to new opportunities, the conversion will bring more than 200 jobs to the base and is estimated to have an estimated \$205 million impact on the local economy.

There is still a lot of work to be done at the 911th before it reaches full operational capability. Currently, there are multiple construction projects going on simultaneously, including a new hangar, a new hydrant fueling system and expanded aircraft apron parking.

Greene said there aren’t many buildings on base that won’t be touched by construction to support the new, larger airframe. He estimates that the major construction projects will be completed by the end of 2019.

“This wing is dynamic,” Strawbridge said. “It you look that word up, it’s defined as a process or system characterized by constant change, activity or progress. As we adapt to meet the needs of the Air Force, we will face many challenges, but we can overcome them all so long as we stick together and work as a team. The 911th excels at teamwork.”

(Upthegrove is assigned to the public affairs office at Air Force Reserve Command headquarters, Robins Air Force Base, Georgia.)



An artist’s rendering shows what the 911th AW flight line will look like following the conversion to the C-17. (Courtesy graphic)

WORKING THE AIR SHOWS

Events are a target-rich area for recruiting

By Master Sgt. Chance Babin

With the coming of spring, foliage is blossoming, temperatures are warming up, pollen is in the air and inevitably there is an air show going on this weekend somewhere. Air Force Reserve Command Recruiting Service recruiters are hitting the air show circuit aggressively this season looking to fill the ranks.

Air shows are traditionally a target-rich area for recruiting. “The value of an air show is simple. Basically the recruiters are having a chance to engage with people and create leads themselves while spreading the Air Force Reserve story to the community,” said Chief Master Sgt. Alex Brown, AFRC RS Western Recruiting Squadron superintendent. “Air shows draw large crowds and what better place to get in front of somebody than an air show and tell them about the Air Force Reserve.”

Air shows do draw large crowds, but it is the diverse mix of people that help make air shows such a valuable venue for recruiting. “There is such a great assortment of people at air shows. And most of the people attending have an interest in aviation,” said Chief Master Sgt. Michael Johnson, AFRC RS chief of advertising. “There are those who are of qualified applicant age 17-39, influencers, ROTC students, STEM students, first responders, prior service and aviation students.”

When an air show is located on an Air Force base it gives an opportunity to highlight the mission. “I believe air shows are of great value. Air shows give the Air Force the opportunity to tell our story and build understanding and support for our military,” said Maj. Gen. Randall A. Ogden, commander of 4th Air Force. “It is also a great way for people to see what opportunities the Air Force has to offer.

In addition to the great recruiting opportunities an air show provides, it also often allows the public to witness the swearing in of the young men and women who are taking on the challenge of serving during mass enlistments.

“I think these enlistments at air shows help tie us to our communities. We would not be a great Air Force without the amazing communities that support us,” Ogden said. “When people see these ceremonies they can take pride in seeing the commitment of these young men and women and some may even feel called to follow in the path they have chosen to serve our country.”

Ogden took part in a joint mass enlistment at the March Air Reserve Base Air and Space Exposition in late April. The joint ceremony included active-duty Army and Air Force along with Air Force

People tour an Air Force Reserve hurricane hunter C-130 at the Melbourne Air and Space Show in in Florida in March. Reserve recruiters will be looking for leads and spreading the Air Force Reserve story at air shows throughout the year. (Master Sgt. Chance Babin)

Reserve, to honor the 100 year anniversary of March Field, which was an Army air field, an Air Force base and now an air reserve base. It was a way to pay homage to the base’s history

“First of all I was honored to enlist these men and women into the greatest military in the world and start their careers in the service of our great country,” Ogden said. “Secondly, performing this ceremony 100 years after the first service members established March Field is an historic occasion that I will not forget. Hopefully our newest service members will never forget this great day as well.

One of the ways AFRC RS intends to get its message out to those attending air shows is by drawing in visitors to the new mobile marketing platform, which is an interactive marketing tool used to generate awareness, screen leads and educate influencers on the Air Force Reserve. Recruiting teams are encouraged to use the various attractions of the MMPs to engage with event goers to generate leads and accessions

The MMP is equipped with large high definition touchscreens that feature interactive quizzes and games, and a photo booth for attendees to take photos against pre-loaded Air Force Reserve branded backdrops. It also features a pull-up bar and a charging station for mobile devices

“The MMP gives recruiters a more interactive atmosphere,” Johnson said. “It is more approachable and we are able to educate the public on our mission more easily. Recruiters work each area of the MMP and will have an opportunity to engage with the public.

Johnson also encourages any reservists attending an air show to sign up for the Get One Now app and refer someone to join. Get 1 Now is the peer referral program for reservist and AFRC civilians to recommend leads to RS and earn various rewards for qualified leads.

“If they meet someone at the air show who is interested in serving in the Reserve, input their information into the Get 1 Now app,” Johnson said. “This is an opportunity for Reservist and civilian employees to become a recruiter and help keep AFRC strong.

To sign up for Get 1 Now go to <https://www.get1now.us/> or sign up for the free app. If you know anyone interested in joining the Air Force Reserve call 800 257-1212 or go to AFResrve.com.

ANALYST USES INNOVATION TO IMPROVE RECRUITING PROCESS

By Master Sgt. Chance Babin

“Nothing will propel a company further than a culture of innovation: an atmosphere that inspires employees, every hour they’re at work, to seek out innovative opportunities,” -- Micah Solomon, a leading expert on company culture.

Throughout the history of the United States military, innovative ideas have come from within the ranks, often as a necessity. As an example of how important innovation is to the Air Force, leadership is currently pushing a program called Airmen Powered by Innovation, which rewards Airmen for innovative ideas that save time and money for the Air Force.

For Master Sgt. Karl Perron, AFRC Recruiting Service, noncommissioned officer in charge of mapping, goal development and production analysis, his innovative idea came to him as a way to improve a process and make it fairer for recruiters across the board. Little did he know his idea would lead to some pretty hefty recognition.

Perron was the AFRC nominee for the Analytic Innovation Award, which recognizes individuals or teams that create a compelling new or cutting edge analytic capability or methodology that provides significant benefit to the analytic community, Air Force, joint force, or Department of Defense. The award is given by the Air Force Studies and Analyses, Assessments, and Lessons Learned directorate, better known as A9.

“Typically the nominees come from the major command A9s because most of the analytic capability resides in the A9 community,” said Lt. Col. Terence Kudo, A9 lead operations research analyst. “However, we at AFRC widened our scope realizing that other organizations are also doing studies and analysis as well. We wanted to give them the opportunity to compete for an Air Force-level award.”

The fact that Perron resides in recruiting and won this prestigious A9 honor is a remarkable achievement on its own, but the fact that he is an enlisted member is the part that makes this an even more noteworthy distinction.

“There really isn’t a corresponding enlisted career field to the 61A operations research analyst career field,” Kudo said. “In fact, I asked AF A9 if they had some kind of analytic award specifically for enlisted members. Their response was that they typically don’t get any enlisted nominees for these awards.

MSgt Perron recognizes the exceptional nature of this honor. “I was extremely proud to have been the AFRC nominee,” Perron said. “It was particularly satisfying as I was competing with officers who

had far more training, formal education and experience in analytics. The tool Perron created allows AFRC RS to fairly classify recruiting zones based on a variety of objective data, such as recruit age population, Armed Services Vocational Aptitude Battery scores, prior military population and the number of wing vacancies the recruiters have available to fill.

“The classification is tied directly to an annual goal (accession requirement) that is assigned to the recruiter responsible for that zone,” Perron said. “We recently increased our recruiting classifications from three tiers to 10, which allows us to spread out the recruiting goal more fairly. For each tier up or down the goal increases or decreases by two.”

Under the old system the goal would increase or decrease by four which can be a month’s worth of production for a single office. Under the old three-tier system some offices were over or under goaled because there were only three goals to choose from.

“The bottom line is the goals are much fairer, and the goal is determined by objectively calculating the accession capability of the recruiting zone,” he said.



Master Sgt. Karl Perron, AFRC Recruiting Service, was the AFRC nominee for the Analytic Innovation Award. The tool he developed, which is on his computer, allows AFRC RS to fairly classify recruiting zones based on a variety of objective data. (Master Sgt. Chance Babin)



Tech Sgt Peter Elefante, a recruiter at Team March, gets a group of air show attendees smiling for a photo at the new Air Force Reserve photo booth, which is part of the new Air Force Reserve mobile marketing platform at the March Air Reserve Base Air and Space Expo in California. The MMP is an interactive marketing tool that will increase awareness and audience engagement, generate leads, and educate influencers about the Air Force Reserve.

Mobile Marketing Platform

AFRC rolls out new tool in its recruiting arsenal

Story and photos by Master Sgt. Chance Babin

Air Force Reserve Command Recruiting Service has a new weapon in its recruiting arsenal with the 2018 launch of interactive mobile marketing platforms, to be featured at air shows and other AFRC recruiting event.

The MMP is a marketing tool that will increase awareness and audience engagement, generate leads and educate influencers about the Air Force Reserve. Recruiting teams are encouraged to use the various attractions of the MMPs to actively engage with potential candidates.

“RS leadership was looking for a new mobile marketing platform that would give the recruiting team at events across the country the ability to better engage with their audience,” said Dean Harris, account manager with Blaine Warren Advertising, AFRC’s advertising agency. “Recruiting is about connecting with the right person at the right time to reach people who are ready to join, but it is also about engaging with the youth market and influencers to plant seeds for future opportunities for recruiting.”

The MMP is equipped with large high definition touchscreen that feature interactive quizzes and games, and a photo booth for attendees to take photos against pre-loaded Air Force Reserve branded backdrops. It also features a pull-up bar for those looking for something more physical. A unique feature on the MMP is a charging station to charge mobile devices as well as a proximity notifications beacon that sends out messages inviting attendees to visit the Air Force Reserve MMP.

“The new MMP activation area allows for this type of direct engagement where recruiters are able to have meaningful conversations to find individuals who are currently interested in the Air Force Reserve, as well as to answer questions about opportunities that the Air Force Reserve has to offer for down the road,” Harris said.

The MMP first debuted this year at the Luke Air Force Base air show in Arizona, and later at the March Air Reserve Base air show in California, with great initial results.

“I can tell you it’s outstanding. It creates interaction with the

crowd that the recruiter can use as a tool to actually engage with potential candidates,” said Chief Master Sgt. Alex Brown, AFRC’s superintendent of western recruiting. “The days of sitting behind a table and being reactive are over. You have to get out and meet and greet people and that’s what we do as recruiters anyway.”

Brown and his team at March ARB got the opportunity to work the MMP at their air show. He noted they had more people come through and talk to recruiters than any air show he had ever seen.

“The photos, the charging station, the pull up bar and the video gaming and quiz area, it gives a recruiter a way to start a conversation about the Air Force Reserve,” Brown said. “I think it’s outstanding. The whole mission is to get up in front of as many people as possible who we feel could join the Air Force Reserve and this equipment allows us to do that.”

Maj. Gen. Randall A. Ogden, 4th Air Force commander, performed a joint mass enlistment at the March ARB air show, where he swore in 100 new recruits into the Air Force Reserve, Air Force and Army as part of the 100 year celebration of March Air Field. Afterward, he and 4th Air Force Command Chief, Chief Master Sgt. Timothy White toured the MMP and had their photos taken in the photo booth.

“I think the mobile marketing platform is a great way to reach out to people and the photo booth provides them with a nice picture to take home and remember the Air Force Reserve,” Ogden said. “The gaming and quiz area also provides a great way to connect with young people and get them interested in an Air Force Reserve career.”

MMPs come in both large and small versions to accommodate different types of events. Both have similar offerings to the recruiter and the attendee and each is a huge upgrade to what was used in the past.

“The Air Force Reserve MMP compares really well to the activations from other recruiting branches and has some unique elements such as the charging station that none of the other branches have,” Harris said

For Master Sgt. Jacinto Nunez, AFRC RS, NCOIC of the Advertising and Marketing Branch, getting to see the MMP up close and personal made a lasting impression.

“It’s a real game changer and a big upgrade on how Reserve recruiting conducts business,” Nunez said. “It changes the way we engage with the public by interacting more and gives the recruiters more time to talk about the Air Force Reserve to help build those relationships as well.

AFRC RS is making a concentrated push on air shows this year and having the MMPs will help recruiters get the word out during these large events. And Nunez promises a totally different experience than those of the past.

“They can expect to see all recruiters running a portion of the MMP to provide superb customer service while educating the public on what type of business the Air Force Reserve is in,” Nunez said. “Whether it’s teaching them about the Reserve cyber security mission, working the photo booth, or assisting attendees with the pull up bar challenge, a recruiter will be there creating awareness about the Air Force Reserve’s recruiting needs.

“Reserve recruiting service will continue to strive toward delivering the message on what it takes to be in the Air Force Reserve and how joining can be a life changing experience for the better when making that decision to sign up.”

(Babin is noncommissioned officer in charge of public affairs for AFRC Recruiting Service at Robins AFB, Georgia.)



A look at the new Air Force Reserve mobile marketing platform. The MMP is equipped with large high definition touchscreens that feature interactive quizzes and games, and a photo booth for attendees to take photos against pre-loaded Air Force Reserve branded backdrops. It also features a pull-up bar for those looking for something more physical. A unique feature on the MMP is a charging station.

Staff Sgt. Chris J. Park, a KC-10 Extender boom operator with the 514th Air Mobility Wing, signals the operator of a Tunner 60K aircraft loader/transporter at Joint Base McGuire-Dix-Lakehurst, N.J. The Reserve Citizen Airmen airlifted 85,000 pounds of Denton humanitarian cargo from Joint Base Charleston, S.C., to Joint Base McGuire-Dix-Lakehurst. It was then flown to Iraq. (Master Sgt. Mark C. Olsen)



1 9 4 8 - 2 0 1 8

RESERVE

WINGS OF HERITAGE, SHAPING THE FUTURE